97th CML Annual Conference
June 18–21, 2019 • Breckenridge, CO

Case Studies of the Appointee Evaluation Processes
Friday, June 21, 8:30 - 9:30 am

Mayor Pro Tem Anita Seitz, Westminster
Council Member Mark McGuff, Arvada
City Manager Mark Devlin, Arvada
City Manager Donald M. Tripp, Westminster

CITY OF WESTMINSTER

Annual Appointee Performance Evaluation
• July
  - Staff Teams prepare Annual Reports and Presentations
• August
  - Hard Copy of Annual Report Due to City Council
  - Annual Report Presentations given to City Council
  - Review of 360 Feedback Survey with City Council
• September
  - City Council Appraisals Due to Human Resources
    - Human Resources provides City Council and Appointee with compilation of
      ratings and narratives from individual appraisal forms
• September/October
  - Appointee Appraisal with City Council (Executive Session)
• October
  - Revised Employment Agreements go to City Council as directed

CITY OF ARVADA

Appointee Evaluation: Past Process
• Factors and Definitions Provided to Appointees
• Appointees PreparedNarratives to Address Factors
• Council Used a Numerical Rating Scale
• Ratings Completed by Individual Council Members
• Scores and Comments Compiled by Mayor Pro Tem
• Compilation Determined the Scope and Tone of Evaluation Meetings

Appointee Evaluation: Past Process Concerns
• Length and Scope of Appointee Narratives
• Lack of Shared Understanding of Terms and Numbers
• Variance in Scores, Numbers and Comments
• Varied Experience in Evaluation of Employees
• Evaluations Prepared in Isolation
• Incomplete Evaluations

Appraisal Evaluation: Current Process
• 45 Days Prior: Appointees Submit Two-Page Narrative to Facilitator
• 35 Days Prior: Facilitator forwards Narratives to Council Members
• 30 Days Prior: Facilitator Leads Discussion in Council Executive Session
• 14 Days Prior: Facilitator Forwards Consensus Statements to Council Members
• 5 Days Prior: Facilitator Forwards Summary Statements to Appointees
• Evaluation Meetings: Summary Statements Provide Basis for Discussion

Appraisal Evaluation: Positive Features of Current Process
• Concise Appointee Narratives
• Opportunity for Appointees to Respond to Areas of Inquiry
• Simultaneous Input by Council Members
• Council Acts as a Whole, Not as Individuals, to Reach Consensus
• Council Members Learn From Each Other
97th CML Annual Conference
June 18–21, 2019 • Breckenridge, CO

Case Studies of the Appointee Evaluation Process
Friday, June 21, 9:30 - 9:50 am

Mayor Pro Tem Antia Suits, Westminster
Council Member, Mark McDonald, Arvada
City Manager, Mark Duran, Arvada
City Manager, Donald M. Tripp, Westminster
CITY OF ARVADA
CITY COUNCIL POLICY

Authorized by City Council: Resolution No. 14-008, Resolution No. 17-021

Policy No. 100.2 Effective date: January 6, 2014
Page 1 of 2 Revision date: March 6, 2017

TITLE: Council Appointee Job Performance Evaluations

PURPOSE: The purpose of this policy is to establish the process for evaluating the job performance of the Council Appointees. It is the intention of the City Council that Council Appointees maintain an elevated level of performance in line with the City Council expectations for these positions in line with the Vision, Mission, and Values of the City.

POLICY: City Council evaluates the job performance of Council Appointees on an annual basis. The general principles guiding such evaluations include:

2. Simultaneous input by City Council Members
3. City Council endeavors to reach consensus
4. Council Appointees respond to specific areas of inquiry, rather than preparing lengthy performance narratives.

DEFINITION: “Council Appointees” shall mean the City Manager, City Attorney and Presiding Municipal Judge.

“Facilitator” shall mean an outside consultant (Management/Human Relations Specialist), who will lead a City Council group discussion about the Council Appointees.

PROCEDURE:

1. City Council will establish the specific date for job performance review meetings with Council Appointees each year.

2. Approximately 45 days prior to the date of the Council Appointee review meetings, each Council Appointee will prepare a summary that outlines examples of how they have acted as leaders in the Organizational Development Program by applying the adopted Mission and Values statements, (Innovation, Passion and Opportunity) to their work program. This written statement shall be brief, (no more than two pages).

3. Approximately 35 days prior to the date of the Council Appointee review meetings, the facilitator will forward the written summaries prepared by the Council Appointees along with the job performance evaluation factors and the previous year job performance evaluation to the City Council.
4. Approximately 30 days prior to the date of the Council Appointee job performance review meetings, City Council will meet in executive session, without staff present, to discuss the job performance of the three Council Appointees during the review period. During this meeting, the facilitator will lead a group discussion about the job performance of the Council Appointees. In addition, City Council shall review the previous year’s job performance evaluation of each Council Appointee. City Council may also discuss seeking further input from the designated individuals within the administrative staff concerning the actions of the Council Appointees with respect to organizational development.

5. During the facilitated discussion, City Council will attempt to reach consensus in identifying strengths, as well as any areas of needed job performance improvement for each of the Council Appointees. The areas of strength and needed improvements as discussed by City Council will be recorded in writing by the facilitator. City Council will also identify any questions or areas of job performance they would like the Council Appointees to address in writing prior to the meeting with the Council Appointees.

6. The facilitator will contact each of the Council Appointees separately and communicate the areas of job performance that City Council wishes the Council Appointees to address. Council Appointees shall respond to these areas of inquiry via e-mail to the facilitator no later than the date identified by the facilitator.

7. No later than 14 days prior to the job performance review meetings, the facilitator will prepare a written summary evaluation statement for each Council Appointee and forward such consensus document via e-mail to each Council Member. Each summary will include a listing and narrative of the strengths and areas of needed job performance improvement identified in the executive session, and will also include the written responses to the areas of inquiry as submitted by the Council Appointees.

8. The summaries will be forwarded to each City Council member and to the respective Council Appointee via e-mail at least 5 days prior to the performance review meetings. The job performance evaluation summaries will provide the basis for the conversations with each Council Appointee during the job performance review meetings.

9. The City Council will meet with each of the Council Appointees separately in an executive session on a designated date to discuss the job performance of each Council Appointee during the review period. The job performance evaluation summaries will be signed by each member of the City Council and a hard copy of such summaries will be provided to the Council Appointees during the job performance review meetings. During the executive session, City Council may discuss possible amendments to the compensation portions employment contracts with each of the Council Appointees.

10. City Council may amend the Council Appointee contracts via resolutions at a future Council business meeting.
RESOLUTION NO. R17-021

A RESOLUTION AUTHORIZING THE ADOPTION OF THE COUNCIL APPOINTEE JOB PERFORMANCE EVALUATIONS POLICY

WHEREAS, the Arvada City Council established a City Council Policy Manual through the adoption of Resolution 14-008 on January 6, 2014, which included the adoption of the original Policy establishing the Manual, along with several City Council policies; and

WHEREAS, additional policies were incorporated through the adoption of Resolution 14-063 on April 24, 2014 and Resolution 16-147 on November 7, 2016; and

WHEREAS, following a Workshop on February 13, 2017, the Arvada City Council now wishes to adopt an additional policy to be included in their Policy Manual.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF ARVADA, COLORADO:

Section 1. The Council Appointee Job Performance Evaluation Policy is hereby adopted and shall be made a part of the Arvada City Council Policy Manual:

Section 2. This Resolution shall be effective upon its approval by the Arvada City Council.

APPROVED AND ADOPTED this 6th day of March, 2017.

Marc Williams, Mayor

ATTEST:

City Clerk

APPROVED AS TO FORM:

Christopher K. Daly, City Attorney

By

SEAL OF ARVADA, COLORADO
2018
CITY MANAGER
APPRAISAL
FORM

Completed by: ______________________

Date: ______________________

EIGHT MAJOR AREAS OF RESPONSIBILITY
I. Organizational Management
II. Fiscal/Business Management
III. Relationship with the Mayor/Council
IV. Leadership
V. Long Range Planning
VI. Relationship with Public/Public Relations
VII. Intergovernmental Relations
VIII. Professional/Personal Development
# I. ORGANIZATIONAL MANAGEMENT

**CIRCLE Rating (See Instructions)**

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## RESPONSIBILITY

- Plans, organizes and provides services established by past and current decisions of the Council.
- Plans and organizes work that carries out policies adopted by the Council and developed by Staff.
- Plans and organizes responses to public requests and complaints or areas of concern brought to the attention of Staff by Council.
- Evaluates and keeps up with current technology.
- Selects, leads, directs, and develops staff members.
- Demonstrates respect for diversity.
- **Encourages diversity and inclusivity within the organization’s workforce and develops ways to engage, outreach and serve the growing diverse Westminster community.**

## PERFORMANCE STANDARDS

- **a)** Well qualified, promising persons are recruited and employed.
- **b)** Employees are appropriately placed contributing to a high retention rate.
- **c)** Supervisory techniques motivate high performance.
- **d)** Council and/or citizen complaints or requests for service are addressed in a timely and appropriate manner.
- **e)** Complaints to Council are not common.
- **f)** The organization is aware of new trends in technology.
- **g)** Organizes, motivates, and develops employees to accomplish goals; balances work and personal goals, takes responsibility for own decisions and actions; is sensitive to the values and needs of others; effectively supervises subordinates; runs a healthy, accountable office; works to improve processes; sets specific and reasonable goals for self and staff; participates in Citywide initiatives.
- **h)** Acknowledges and respects human differences; values diverse points of view; encourages full participation; fosters fairness; nurtures dignity and respect for self and others.
- **i)** Strategies have been developed to promote diversity and inclusivity in our workforce.
- **j)** Engages with department heads to implement Council’s goals of inclusivity.

## Comments:
Observations of evaluators regarding the Manager’s organizational management:
II. FISCAL/BUSINESS MANAGEMENT

CIRCLE Rating (See Instructions)

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RESPONSIBILITY

Plans and organizes the preparation of a biannual budget with documentation, etc., that conforms to guidelines adopted by the Council.

Plans, organizes, and administers the adopted budget with approved revenues and expenditures.

Plans, organizes, and supervises most economic utilization of staffing/materials/equipment.

Plans and organizes a system of reports for Council that provides most up-to-date data available concerning expenditures and revenues.

PERFORMANCE STANDARDS

a) Budget preparation and management are thorough and effective.

b) Cost-effective measures are regularly pursued.

c) Financial reporting is timely and readily understandable.

d) Physical facilities management is efficient.

Comments: Observations of evaluators regarding the Manager’s fiscal/budget management:

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III. RELATIONSHIP WITH MAYOR AND COUNCIL

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**RESPONSIBILITY**

Maintains effective communication, both verbal and written, with Council.

Maintains availability to Council, either personally or through designated subordinates.

Establishes and maintains a system of reporting to Council the current plans and activities of the Staff.

Plans and organizes materials for presentations to the Council, either verbally or written, in the most concise, clear, and comprehensive manner possible.

Carries out the vision of Council and the Strategic Plan Goals.

**PERFORMANCE STANDARDS**

a) Materials, reports, presentations, and recommendations are clearly and convincingly made.

b) Communications are made in a timely, forthright, and open manner.

c) Responses to requests are made promptly and completely.

d) Recommendations appear to be thoroughly researched.

e) Adequate information is provided to Council to make decisions.

f) A system is in place to report to Council current plans, activities, and events of the City.

g) The Manager’s year-end report to Council is well organized, understandable and thorough.

Comments: Observations of evaluators regarding the Manager’s relationship with Mayor and Councillors:
## IV. LEADERSHIP

**CIRCLE Rating (See Instructions)**

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<th>RESPONSIBILITY</th>
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<td>Provides clear direction to the organization as to the mission and values of the organization.</td>
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<td>Interacts with employees to provide visible, personal guidance and support.</td>
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<td>Reinforces expected behaviors and standards through personal example.</td>
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<td>Takes decisive action, which reinforces organization recognition of the authority of the City Manager.</td>
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<td>a) The Manager establishes and communicates on a regular basis organizational values to staff.</td>
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<td>b) Employees see and hear from the City Manager on a regular basis and recognize the Manager's leadership role.</td>
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<td>c) The Manager communicates his recognition of employee value and worth and reinforces the importance of their continuing efforts.</td>
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<td>d) The Manager makes decisions in a timely and decisive manner so that staff receives necessary direction.</td>
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**Comments:** Observations of evaluators regarding the Manager’s leadership:

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V. LONG RANGE PLANNING

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**RESPONSIBILITY**

Maintains knowledge of new technologies, systems, methods, etc., in relation to City services.

Keeps Council advised of new and pending legislation and developments in the area of public policy.

Plans and organizes a process of program planning in anticipation of future needs and problems.

Establishes and maintains an awareness of developments occurring within other cities or other jurisdictions that may have an impact on City activities.

Plans, organizes, and maintains a process for establishing community goals to be approved or adopted by Council.

**PERFORMANCE STANDARDS**

a) A well-constructed long-range (strategic) plan is currently in operation.

b) Annual operational plans are carried out by staff members.

c) An ongoing monitoring process is in operation to attain quality assurance in program and project implementation.

d) Program evaluation and personnel evaluation are interrelated with the strategic planning process.

e) Legislative knowledge is current and complete.

**Comments:** Observations of evaluators regarding the Manager's long range planning:

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## VI. RELATIONSHIP WITH PUBLIC/PUBLIC RELATIONS

**CIRCLE Rating** (See Instructions)

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### RESPONSIBILITY
- Plans, organizes, and maintains customer service training for employees.
- Ensures that an attitude and feeling of helpfulness, courtesy, and sensitivity to public perception exists in employees' contact with the public.
- Establishes and maintains an image of the City to the community that demonstrates its focus on customer service and professionalism.
- Establishes and maintains a liaison with private non-government agencies, organizations and groups involved in areas of concern that relate to service or activities of the City.

### PERFORMANCE STANDARDS
- **a)** Contacts with the media are timely and credible.
- **b)** Publications are varied and consistently well received by the citizens.
- **c)** Feedback from the public and the community leadership is positive.
- **d)** The City maintains a positive image.

**Comments:** Observations of evaluators regarding the Manager's relationship with the public and public relation skills:

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## VII. INTERGOVERNMENTAL RELATIONS

**CIRCLE Rating (See Instructions)**

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### RESPONSIBILITY

Maintains awareness of developments and plans in other jurisdictions that may relate to or affect the City.

Establishes and maintains a liaison with other governmental jurisdictions in those areas of services that improve or enhance the City’s programs.

Maintains communications with governmental jurisdictions with which the City is involved or interfaces.

### PERFORMANCE STANDARDS

1. The Manager is active in municipal and professional organizations.
2. The Manager is regarded as a leader among municipal officials.
3. The Manager obtains useful ideas from other jurisdictions.
4. A positive relationship with surrounding cities is maintained.
5. There is good cooperation with County and State agencies.

**Comments:** Observations of evaluators regarding the Manager’s competencies and accomplishments in the area of intergovernmental relations:

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VIII. PROFESSIONAL/PERSONAL DEVELOPMENT

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**RESPONSIBILITY**

Maintains awareness of and values broadening professional and personal development.

Demonstrates imaginative leadership initiatives.

Demonstrates ability to build cohesiveness in staff.

Demonstrates decisiveness in leadership performance.

Demonstrates effectiveness in verbal communications.

**PERFORMANCE STANDARDS**

a) Management techniques show evidence of innovation, imagination, and decisiveness.

b) Teamwork and cooperation are the norm.

c) Verbal communication is commendable.

**Comments:** Observations of evaluators regarding the Manager’s professional and personal development:
To: Honorable Mayor and City Councillors
From: Donald M. Tripp
Date: September 5, 2018
Subject: 2018 Performance Appraisal - Executive Summary and Attachments

Mayor, Mayor Pro Tem and City Councillors,

I'm very pleased to provide you with my fourth City Manager Performance Appraisal report. The several hundred pages of information contained in the attachment is an excellent archive of the annual advancement of the City, organized to connect to your annual review of City Manager performance. The tabs are the elements of your appraisal instrument of me. In this executive summary, I'd like to summarize my impression of the highlights of the year's performance and outline my thoughts as to needed areas of emphasis for next year.

In my nearly four years as your City Manager, we have experienced much change, including:

- Rapid growth in Colorado and particularly the Front Range
- Changes in retail market conditions
- Different demands on many economic and social planes, including housing, income, equity, education, employment and the age of infrastructure
- Climate change
- The realization of becoming a mature and a more urban city
- Greater diversity of those we serve
- A City workforce that has 40 percent of its employees being new or new to their current roles
- Leadership changes - 12 of my 16 executive leadership team members have been appointed in the past four years, and the Mayor and City Council have appointed all three of your appointees in the past four years

In 2018, I believe we are as strong as we have ever been. We have prosperity and we have challenges. We are meeting current demands and have future concerns, but most importantly we have a culture and value system that is allowing us to uncover the most important information and speak honestly about how to continue to sustain our position as one of the greatest cities in America. I submit that we are wisely and acutely aware of our challenges. But most importantly we work in an ecosystem that allows us to find the best solutions. In my experience, we are better at this than most organizations, public or private.

Guided by the City's Mission, Vision, Values and Strategic Plan, we will continue to provide high-quality services at an exceptional value thanks to the leadership of City Council and the hard work and creativity of Staff. I would like to acknowledge all of the Departments for the dedication they put forth in preparing this comprehensive annual performance document.

After my review of all the attachments, outlining the extraordinary work of our team, I'd like to share my thoughts on a few points that highlight the past year. In the tabs, you will find hundreds of examples of supporting documentation.
A Summary of 2018 Progress for Westminster

☑ Conducted multiple survey and assessment instruments and processes to gauge City performance and citizen satisfaction, which in total affirm the direction of the City of Westminster and citizen and employee support.
  o The Citizen Survey showed particular strength, including increasing scores from previous years in the areas of “quality of neighborhoods,” “welcomes citizen involvement,” “City Council cares what people like them think,” “citizens receive good value from City services,” and 9 out of 10 people believe the City is headed in the right direction.
  o The Employee Survey contained the highest overall rankings of all recent surveys with an overall 4.06 on a 1 to 5 scale. (3.75 and above is considered “Very Positive” by the Employers Council) and was completed by 92 percent of the eligible 1,026 employees.
  o We began the public process to inform Westminster Forward, the update to the City’s Comprehensive Plan, by inviting participation in two online surveys. One survey included a request to identify strengths and opportunities to consider, while the other looked at potential opportunity sites and asked respondents to identify appropriate land uses and then select possible design formats for those opportunity sites.
  o We engaged the community in the initial steps of the Water2025 initiative focused on replacing the aging Semper Water Treatment Facility, which is key to the long-term sustainability of this critical infrastructure to ensure high-quality drinking water now and into the future.
  o Economic Development Staff convened a workshop of design and development professionals to inform the creation of affordable housing design standards as a result of the Affordable and Workforce Housing Strategic Plan released in October 2017, which was a product of the Affordable Housing Task Force work that occurred from March through July 2017.
  o Design standards and sign code updates are underway. Following the hiring of consultants, we have engaged stakeholders through in-person meetings and workshops, as well as conducting visual preference surveys in the community.

☑ While maintaining and advancing the City’s current financial position, presented the Financial Sustainability report, which outlines the need for policy and management priorities to achieve a comprehensive, long-term financial plan. Very recently Fitch Ratings affirmed the City’s AA+ rating on our $24.9 million taxable water and wastewater revenue bonds (direct pay Build America Bonds), series 2010 and our $42.8 million water and wastewater revenue bonds, series 2016.

☑ Effective management of employee attrition and growth, including another year of progress toward improved diversity and gender equity in the City’s workforce.

☑ Effectively utilized Interest Based Bargaining (IBB) to negotiate the City’s first collective bargaining agreement (CBA) with the International Association of Firefighters Local 2889. Staff has been working since adoption in April on the details to implement the CBA in January 2019.

☑ Effective support of numerous City Council and community initiatives, including school/City relations and program development, Start by Believing campaign, Rocky Mountain Youth Summit, Adams County Landlord/Tenant Legal Services Pilot Program with Colorado Legal Services, formal high school internship program with each school district, and City Council events, including the annual Education Board Dinner, Commissioners Dinner and this year’s Transportation Breakfast.
The staffing and organization of work in the City Manager's Office, which has improved processes and responsiveness related to the Council calendar, Council travel, and Council and citizen requests, as well as improving connections between the City Manager's work and the city workforce.

- Full police officer staffing in the Police Department achieved through creative recruitment and retention strategies and completion of the Police Operations and Management Study.
- As a strategy to build brand identity for Westminster, the commencement of "Westminster: There's So Much To Be Here" campaign.
- Improvements in many web-based services, for instance, the interoperability of maps and data retrieval for citizens.
- Response to several critical incident City matters was timely, professional and ultimately provided a high level of service to the community. For instance, the Westbury Apartment fire, regional wildfires and mutual aide, high-profile crime, sewer capacity issues, and 20 water main breaks in a three-week period.
- Several outside revenue sources were added to the City's capacity; for instance, the PowerUP! PODER! GOCO Grant of $1.4 million, an Adams County grant in the amount of $350,000 for trail improvements, Police and Fire grants, and new special event revenues were $132,000 over budget projections in 2017 and looking even stronger for 2018.
- We began our contract with BBC Research and Consulting to lead the two-phased citywide Language Access Plan Project and launched phase one.
- We advanced a very important strategic goal of more affordable housing with 306 affordable and workforce housing units built or under construction and another 500 in negotiation or planning.
- We are driving more innovation in the organization and yielding great results. For instance, upgrades to the Police Department's records management and creative recruitment of police officers; the Harvest Festival and its 17,000-person attendance; creative new programs such as Ballerina Dodgeball, The Big Wonderful and the Adult Egg Hunt; the developing relationship with Radius; the high school internships; Police employees' admission to FPPA and Fire employee cancer insurance; and the Interest Based Bargaining approach to collective bargaining to name just a few.
- We have undertaken strong environmental sustainability actions in the areas of energy, air quality and greenhouse gases, water conservation, green design and construction, code updates, habitat protection and enhancement, public education, water quality, storm water management and hiring, and activities of the City's first Sustainability Officer.
- We are supporting economic resilience through a business attraction and retention strategy focusing on primary jobs, anchor institutions, and supporting innovative initiatives and social entrepreneurs; we conducted an audit on small business and are helping to grow small business through incubation yielding 1,155 new jobs and national recognition through moves by Maxar and Ball Corporation.
- We are advancing City Council's goals of more experience-based retail with additions such as Snooze, Chuy's, Bacon Social House, Gemini Brewing, Sugarfire Smokehouse, 5280 Burger Bar, Old Spaghetti Factory and Lazy Dog, with many more on the horizon.
- We sustained advancement of the City's five focus areas: Downtown Westminster, Westminster Station, Church Ranch, North I-25, and Brookhill.
- The City Manager's commitment to an important professional development philosophy for employees and City Councillors. This was exemplified by his personal commitment to professional improvement evidenced by his attendance at the Center for Creative Leadership "Leadership at the Peak" chief executive program, which included a comprehensive 360 evaluation. Also, the ongoing training and travel by City Council and Staff to stay cutting edge and illustrate the Westminster brand to the world.
- We sustained strong commitment in 2018 to regional leadership and collaboration on multiple fronts. New initiatives in 2018 included Staff participation on many new regional
and statewide boards, and Staff leadership in homelessness issues in both Adams and Jefferson counties.

☑ We conducted a citywide coordinated election for Mayor and three City Councillors in November 2017 and, for the first time, the City Clerk’s Office began publishing all Campaign Finance Reports online via the City’s website.

☑ We restructured the organization to better meet current and future needs, including establishing two divisions in the Economic Development Department and clearly defining the work of both the Human Resources and General Services Departments. We successfully created and utilized internal cross-functioning teams and enhanced the relationships with the Executive Leadership and Division Manager teams.

☑ We activated two Downtown parks in 2018 with one complete park (plaza) and one initial phase (center park), and are on target to fully fund the additional five statues for the Armed Forces Tribute Garden by the end of the year.

☑ The Youth Advisory Panel planned, funded and implemented the first Rocky Mountain Youth Summit.

☑ The City’s Safety Committee turned around the City’s Loss Control Audit conducted by CIRSA and increased the City’s score from 65 percent in 2017 to 96 percent in 2018.

☑ The Municipal Court took advantage of video arraignments with Adams and Jefferson counties.

Organizational Management

2018 Progress Report (TAB 1)

☑ Address issues of records management software and hardware needs in the Police Department. (TAB 2)

☑ Assist the Inclusivity Board in completing and taking action on its strategic plan.

☑ Continue progress made in diversifying the workforce and becoming a workforce that reflects our community.

☑ Develop an organizational development plan that sustains our high position as an employer of choice in the Front Range.

☑ Update and improve the current employee appraisal system.

☑ Successfully complete collective bargaining with Local IAFF 2889.

☑ Conduct an employee survey in 2018.

☑ Complete the implementation of the 2017 reorganization, specifically the organization and full staffing of the Human Resources and General Services departments.

Work for 2019

☐ Implement collective bargaining agreement with Local IAFF 2889.

☐ Successfully complete Fire Department accreditation.

☐ Continue progress made in diversifying the workforce and becoming a workforce that reflects our community, as well as implementing additional programming on diversity and inclusivity, as well as additional programming on anti-harassment.

☐ Continue the development of an organizational development plan that sustains our high position as an employer of choice in the Front Range.

☐ Continue to update the current employee appraisal system, creating and implementing a new employee feedback tool, emphasizing feedback and coaching.

☐ Assist the City Council In finding a method to allow for broader representation on employee boards and committees.
Fiscal/Business Management

2018 Progress Report (TAB 2)
- Complete and provide support to City Council in advancing the work of the Financial Sustainability and Gap Analysis Report.
- Ask departments to assess current fee structures.
- Promote more innovation and support innovation work in the organization.
- Continue to improve our ability to accurately predict spending and revenues.
- Maintain and, where indicated within policy, grow our savings.
- Improve our position as a City that is predictable to developers who share our vision and values by updating current Comprehensive Plan and Development Guidelines, and making process improvements.

Work for 2019
- Improve our position as a City that is predictable to developers who share our vision and values by finalizing the Comprehensive Plan, customer-friendly Unified Development Guidelines and making process improvements.
- Complete the pre-design work on the Big Dry Creek Interceptor Sewer and identify the right project(s) and financial strategy to execute the work.
- Finalize, adopt and begin execution of the first ever City of Westminster Sustainability Plan developed with the Bredle Group.
- Complete first ever greenhouse gas emissions inventory with Lotus Engineering.
- Continue to support and promote the brands of Downtown Westminster and Westminster Station and actively recruit developers to these major redevelopment areas, while also developing a new brand identity for Historic Westminster to attract investment and spur revitalization.
- Increase efforts supporting workforce development, innovation, and the small business community and maintain active business recruitment and retention efforts throughout the City.
- Expand tools to develop and preserve affordable and workforce housing that serves our community across a spectrum of ages, income levels, and special needs.
- Continue to provide support to City Council in advancing the work of the Financial Sustainability and Gap Analysis Report.
- Continue to improve our ability to accurately predict spending and revenues.
- Maintain and, where indicated within policy, grow our savings.
- Develop and begin to implement methods of increasing fee for service based revenues.
- Develop and begin to deliver public information regarding foundational financial sustainability concerns for the city, especially an understanding of revenue diversity challenges in funding the full range of services Westminster offers.
- Promote more innovation and support innovation work in the organization.

Relationship with Mayor and Council

2018 Progress Report (TAB 3)
- Improve the reliability and accuracy of the City Council member calendars.
- Improve the efficiency of the development of the City Council agenda and associated materials.
- Propose Westminster Municipal Code updates that will be more in line with best practices for City Manager authorities on spending and contracts.
Work for 2019
☐ If there are new Councillors in 2019, provide robust onboarding.
☐ Move towards using the Study Sessions for more comprehensive reporting and discussion. Launch that with regular Transportation, Financial Sustainability and Comprehensive Planning reports.

Leadership

2018 Progress Report (TAB 4)
☑ I will continue to do as much as I possibly can to be out in the workplace with our employees talking with them about their needs. I will continue to support our incredible leadership team and create an environment where they can innovate, lead and have fun.
☑ My work with the Human Resources Department on citywide organizational development will be a very important part of my work in 2018. (TAB 1)

Work for 2019
☐ Create opportunities for Executive Leadership Team and Division Manager team building.
☐ I will continue to do as much as I possibly can to be out in the workplace with our employees talking with them about their needs. I will continue to support our incredible leadership team and create an environment where they can innovate, lead and have fun.
☐ From Center for Creative Leadership - Leadership at the Peak: work to improve in the areas of results orientation, communication differences and leveraging skill sets in the areas of inspiring commitment, developing and empowering, leveraging differences, courage, executive image, learning from experience and credibility.
☐ Work to improve the clarity and direct understanding of my messaging on issues of goals, vision and strategic direction. Act more decisively with my direct reports.

Long-Range Planning

2018 Progress Report (TAB 5)
☑ Evaluate our Federal lobbying efforts. (TAB 7)
☑ Update the City's Comprehensive Plan. (TAB 2)
☑ Complete and present the Financial Sustainability and Gap Analysis Study. (TAB 2)
☑ Conduct the biennial 2018 Citizen Survey.

Work for 2019
☐ Continue to pursue vision-aligned development in both the Downtown and Westminster Station areas.
☐ Update the City's Comprehensive Plan.
☐ Develop a better organizational and policy understanding of the relative sustainability of all development options and use that to better advise the comprehensive plan.

Relations with Public/Public Relations

2018 Progress Report (TAB 6)
☑ Give the department heads and City Manager's Office leadership specific outreach goals for 2018. (TAB 6 Supplement - 2018 Goals for all Department Heads)
☐ Conduct an internal and outside assisted assessment of our communication efforts on a number of newsworthy projects and proposals of community interest. Assess our handling of these matters and use these as a way to continuous improvement in our
communications with our customers and citizens. (TAB 6 Supplement - CMO Communication and Outreach)

☐ Always look for ways to be more transparent, as that is a cultural value of the City of Westminster.

☐ Continue to find ways to communicate with those who don’t use English as their first language. (TAB 6 Supplement - CMO Communication and Outreach)

☐ Analyze current performance and develop a plan to address the City’s proactive messaging and community understanding of impending matters that will be of concern to our citizens.

Ways We Can Improve in 2019

☐ Give the department heads and City Manager’s Office leadership specific outreach goals for 2019.

☐ Conduct an internal and outside assisted assessment of our communication efforts on a number of newsworthy projects and proposals of community interest. Assess our handling of these matters and use these as a way to continuous improvement in our communications with our customers and citizens.

☐ Always look for ways to be more transparent, as that is a cultural value of the City of Westminster.

☐ Continue to find ways to communicate with those who don’t use English as their first language.

Intergovernmental Relations

2018 Progress Report (TAB 7)

☐ I think we are doing pretty well here but as I asked last year, I will always be seeking your feedback on how much time and where the particular priorities might be for 2018. I will also ask the department head group to advise us on opportunities for collaboration that may help us spread our resources.

Ways We Can Improve in 2019

☐ Stay the current course with the current regular communication channels we have developed with municipalities, schools, counties, transportation organizations and the business community.

☐ Transition off Ralston House Board when term expires and become more active in a new alternate to time currently spent with Ralston House board.

☐ Continue to develop more robust CMO to CMO communication with similar Front Range cities.

☐ Seek to develop a connection to the newly elected state delegation, including Governor, Senators and State Representatives.

Professional/Personal Development

2018 Progress Report (TAB 8)

☐ Succession management/leadership development remained a critical area of focus as the organization continues to face many retirements and vacancies. Human Resources continues to assist departments in developing strategies to prepare current employees for new leadership challenges through enhanced mentoring programs, stretch assignments and coaching, anticipating future departing managers with cross training and institutional knowledge transfer initiatives and formal leadership development and apprenticeship programs. In addition, Employee Development and Training is working to launch another
Leadership Development Program in fall 2017. In addition, Human Resources is working with area schools to foster interest in the public sector and to create pipeline opportunities and build interest in our organization from the ground level. I believe that succession planning at an executive level needs more attention and I have asked Human Resources to move that forward this year and in 2018. (See also, TAB 1)

Ways We Can Improve in 2019
☐ Foster a new team leadership program for the Executive Leadership Team.
☐ Continue to support Individualized Executive Leadership programs for the ELT and support them to do the same in the work force.

Summary

I appreciate beyond words the responsibility and opportunity to serve in this role as your City Manager. Thank you. I will continue to work with you to the best of my experience and ability to join with you in serving our citizens, customers and employees.

Very truly yours,

Donald M. Tripp
City Manager
CITY OF ARVADA COUNCIL APPOINTEES
SELF-ASSESSMENT, PERFORMANCE MANAGEMENT PROCESS
Year – 2017 to 2018 (*Not to exceed two pages)

Name: Mark Deven

Significant Accomplishments

Strategic Management. Of critical importance is keeping strategic projects and priorities on track. Strategic projects include all Council strategic results and significant projects such as the operation of the Olde Town Hub, Arvada Center Master Plan Update, Response to Homelessness and the West Woods Clubhouse Renovation. Tools used to hold myself and the organization accountable include performance measures within FOCUS Arvada, annual Strategic Plan Retreat and the Council Budget and Fiscal Policy which outlines the process and standards for developing the two-year budget, 10-year Financial Plans and 10-year CIP. This year, we added StratOps which requires the Leadership Team to develop Action Initiative Plans that establish milestones and processes for all LT members in order to improve collaboration.

Financial Management. In October 2017 the Council adopted the updated 2018 budget with 14 of the 15 major funds balanced for the 10-year planning horizon. On April 16 the Council approved an additional appropriation of $36.5 million that included carryover requests for capital projects and one-time requests to support strategic projects such as completion of the Delta Station, Fiber Master Plan and Implementation of Accessibility Improvements. Our commitment to fiscal stewardship allowed the City to contribute $2.9 million to the General Fund balance. We continue to maintain high bond ratings.

Council/Manager Relations. During 2017 the CMO responded to 1,387 Council initiated inquiries, most of which are associated with constituent requests; 97% of those inquiries were responded to and resolved within seven days or less. In addition, there were 203 council member consultations defined as one on one meetings, weekly memos, workshops, participation at conferences and events and similar activities that generate interaction between council members and the city manager. Finally, 98% of staff recommendations presented to Council during business meetings were approved. These performance measures indicate significant alignment between staff and Council. From my perspective, the Council/Manager relationship is strong, appreciated and mutually respectful. Nonetheless, it should be noted that contentious land use and growth related issues are having an impact on this alignment which generated the need for the May 7 Executive Session.

Significant Issues Addressed. There were certain strategic projects and issues that required my personal attention and time. These included the operation of the Transit Hub, Street Maintenance, Arvada Center Master Plan, Homelessness, JEFFCOM, community and regional growth/development, Urban Renewal Governance, the Journey to Excellence through Baldrige, Detox Center, Fiber Master Plan, Jefferson Parkway, Police Chief recruitment and City Manager’s Office restructuring.

Major Issues/Challenges Faced and How You Resolved Them

Continued focus on infrastructure needs. In 2017 staff implemented over $9.8 million in street maintenance projects, including patching, milling, overlay and concrete on 127.54 lane miles of road, up 63% compared to 2016. In 2018 staff estimates that approximately $11 million will be expended. This requires efficient project execution and oversight/inspection of contract work. The CMO needed to work closely with Public Works managers to make sure they had all of the resources to support their work.

Olde Town Hub. The CMO committed Lorie Gillis who has worked closely with excellent outside legal counsel and the City Attorney’s Office to develop a settlement agreement with KBG.

Arvada Center Master Plan. Because of the connection to the Cooperative Agreement, I personally managed the update of the Arvada Center Master Plan and coordinated this project with the Council’s
review of the Hospitality Master Plan. The Council’s review of the Master Plan on November 27 framed the continuing work associated with Arvada Events and the Arts and Humanities.

**Police Chief Recruitment.** With the retirement of Don Wick, I was faced with several choices on how to select his successor. After careful consideration and consultation with focus groups composed of police employees and two executive sessions with the City Council, I decided to conduct a national recruitment which is currently in progress.

**Homelessness.** The regional focus on this issue required executive leadership in order to facilitate collaboration with external and internal stakeholders. These efforts supported establishment of a Severe Weather Shelter for Arvada and a committed group of community volunteers to support this effort, a day shelter to connect homeless persons with services and potential collaboration with Wheat Ridge and Jefferson County to utilize the Ridge Home site for a conceptual affordable housing project.

**The Baldrige Journey.** Our organization embarked on the Baldrige Journey to become a results-oriented and customer-focused organization. We achieved the Foothills Award as the first step in that Journey and we are preparing the Peak Application for submission in July. This commitment will sustain the transition to performance excellence well into the future.

**Significant Issues You Expect to Face in the Upcoming Year.**

- **Homelessness:** Infrastructure, the Baldrige Journey, attainable housing and the Arvada Center will continue to be challenges in the upcoming year. Please note the following additional challenges:

- **Debt reauthorization/capital improvements.** The Council has directed actions that will support the execution of an aggressive capital program supported by debt issuance. Issuing debt will require an election this fall. This effort will require close collaboration between Council, staff and the community.

- **Growth and Economic Development.** The alignment between staff and Council on growth and economic development has diminished over the last year. The diminished alignment is having an adverse impact on staff, community residents and developers and could undermine the Land Development Code update. The purpose of the May 7 executive session is to address this challenge and discuss strategies that will bring Council and staff back into alignment.

- **Community and citizen engagement.** Another area where Council/staff alignment needs to be improved is community/citizen engagement. The changes implemented over the last year in Neighborhood Engagement has generated improved results through the Neighbors Connected program. Nonetheless, council members have expressed the need for a more robust effort which is the reason staff supported the Community Vision project reviewed on April 23. I will be personally involved in that effort. There are many other initiatives that should be considered for implementation.

**The next Strategic Plan.** By the end of 2019 we will need to develop a new Strategic Plan. The updated demographics study that will be presented in December 2018 and the Community Vision project should support development of the next Strategic Plan.

**Actions That Have Demonstrated Leadership to the City of Arvada’s Vision/Mission/Values**

- I was personally involved in the development of the Foothills application and wrote the narrative for the Leadership and Strategy elements. The consultation with internal stakeholders, including police employees and the City Council prior to deciding on the process to select our next Chief of Police and collaboration with external stakeholders on homeless issues are also consistent with our VMV.

**Other**

- I would like to thank the City Council for their support of the community, each other and the organization. I would also like to recognize the excellent collaboration between me, City Attorney Chris Daly and Presiding Municipal Court Judge David Cooke.